

Department of Permitting Services Performance Plan

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April 11, 2008

CountyStat Principles

- **Require Data Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



Agenda

- **Welcome and Introductions**
- **DPS At-A-Glance**
- **Headline Measures**
- **Other Measures of Performance**
- **Wrap-up**



DPS's Contribution to Montgomery Results

- **A Responsive and Accountable County Government**
- Affordable Housing in an Inclusive Community
- **An Effective and Efficient Transportation Network**
- Children Prepared to Live and Learn
- Healthy and Sustainable Communities
- Safe Streets and Secure Neighborhoods
- A Strong and Vibrant Economy
- **Vital Living for all of Our Residents**



DPS At-A-Glance

What DPS Does and for Whom	How Much
<p><u>Overall</u></p> <p>The mission of the Department of Permitting Services is to provide the highest quality of public service while ensuring compliance with Montgomery County's development and construction standards.</p>	<p>FY08 Budget: \$27,064,210 <i>(Note: DPS is funded entirely by fees for services.)</i></p> <p>Number of Employees: 217 [Work Years = 213.9]</p>
<p><u>Construction Safety and Protection</u></p> <p>Promotes life safety in buildings and other structures and environmental protection resulting from construction activities.</p>	<p>DPS impacts anyone who enters any building structure in Montgomery County – except for those people in Rockville and Gaithersburg (have their own Permitting Agencies). DPS easily impacts a million people on a daily basis.</p>
<p><u>Plan Review</u></p> <p>Reviews plans and ensures compliance with existing codes.</p>	<ul style="list-style-type: none"> ▪\$9,201,831 ▪72 work years (WYs) ▪61,500 plans
<p><u>Permit and License Issuance</u></p> <p>Issues building permits and licenses to Permit Applicants, Permit Runners, Homeowners, Builders, Architects, Business Owners, Vendors, Architects, Design Teams, Developers, Electricians, and Engineers.</p>	<ul style="list-style-type: none"> ▪\$5,412,842 ▪45 WYs ▪35,000 permits and 3,000 licenses

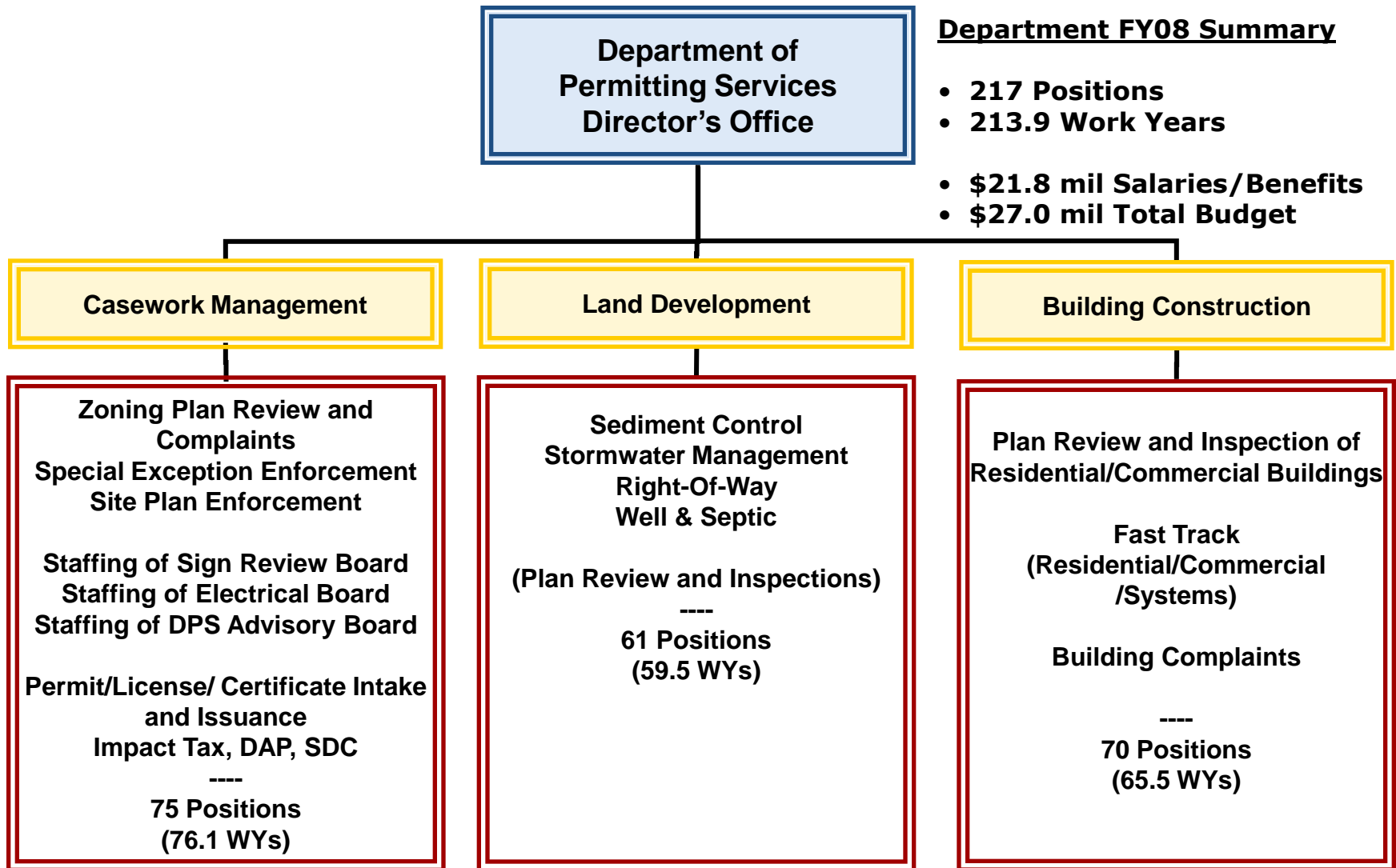


DPS At-A-Glance

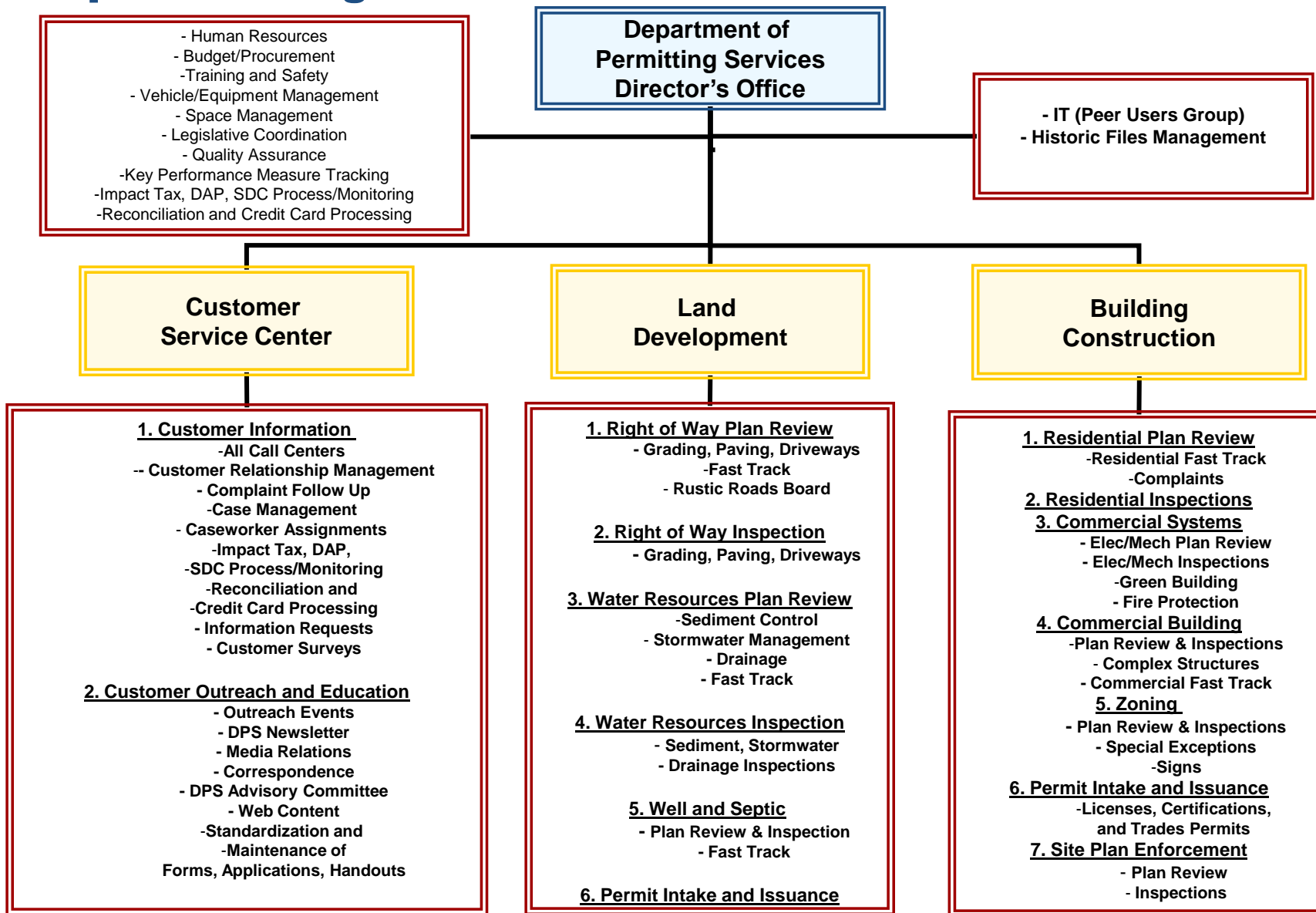
What DPS Does and for Whom	How Much
Conducts inspections of permitted work and investigates complaints.	<ul style="list-style-type: none">▪\$9,472,474▪90 WYs▪118,000 inspections and 3,700 investigations
Responds to public inquiry engages the community in dialogue regarding the same. Non-Profit Agencies, Elected Officials, Special Interest Groups (Civic Associations), Environmental Groups	<ul style="list-style-type: none">▪\$2,977,063▪7 WYs▪2,500 information requests
Coordinates much of its day to day work with Outside Agencies (MNCPPC, MCPS, WSSC) as well as other Montgomery County departments.	



Existing Organization Structure



Proposed Reorganization



Headline Measures

- **Impact (Got It Right) Measures**

1. % Issued Permits with Approved Final Inspection – Residential
2. % Issued Permits with Approved Final Inspection – Commercial
3. Construction Safety [new]
4. Environmental Protections [new]

- **Timeliness and “Ease of Use” Measures**

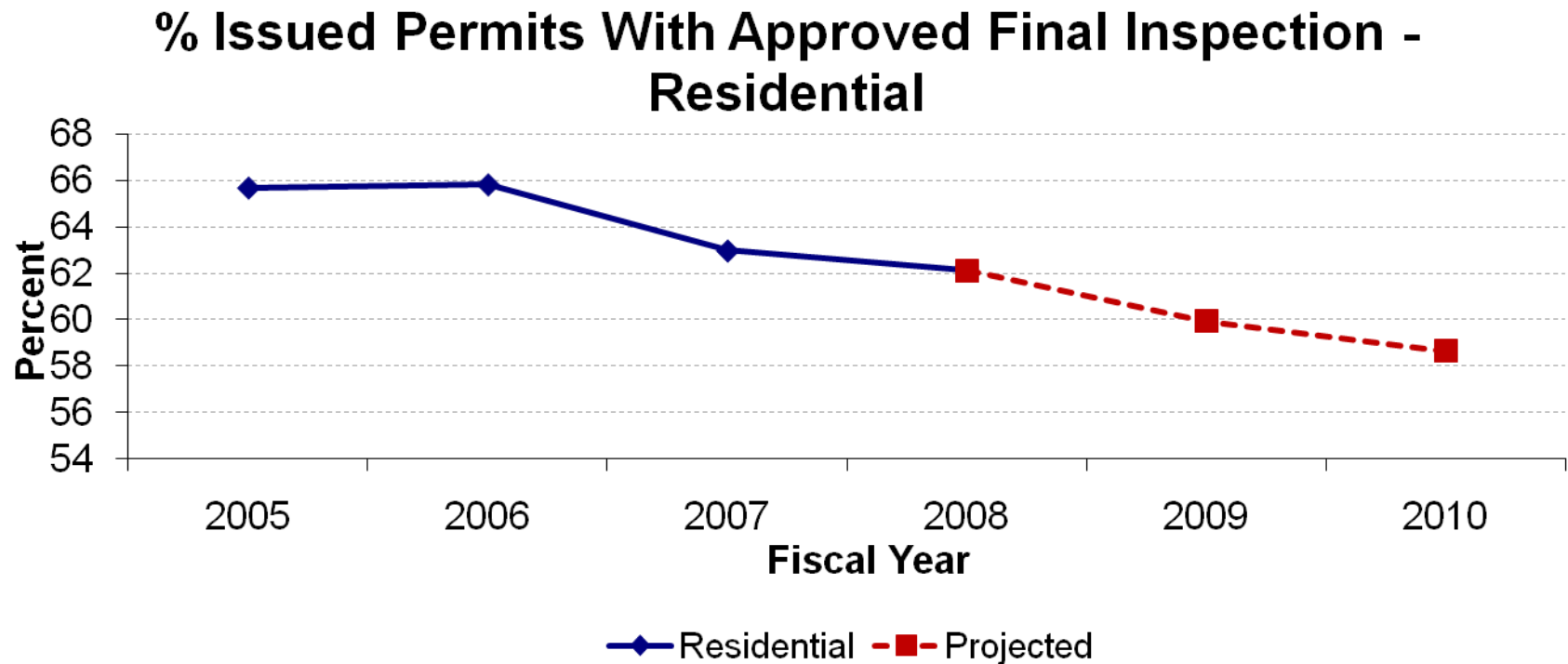
5. Average Time to Issue New Construction Permits
6. Average Time to Issue Permits for Additions
7. Average Time to Issue Residential Fast Track Permits
8. Average Time to Issue Fast Track Permits for Commercial Alterations
9. Average Response Time on Complaint Investigations
10. Target Turnaround Time [new]

- **Public Confidence Measures**

11. Complaints Resolved on First Inspection
12. Customer Survey Data [under construction]

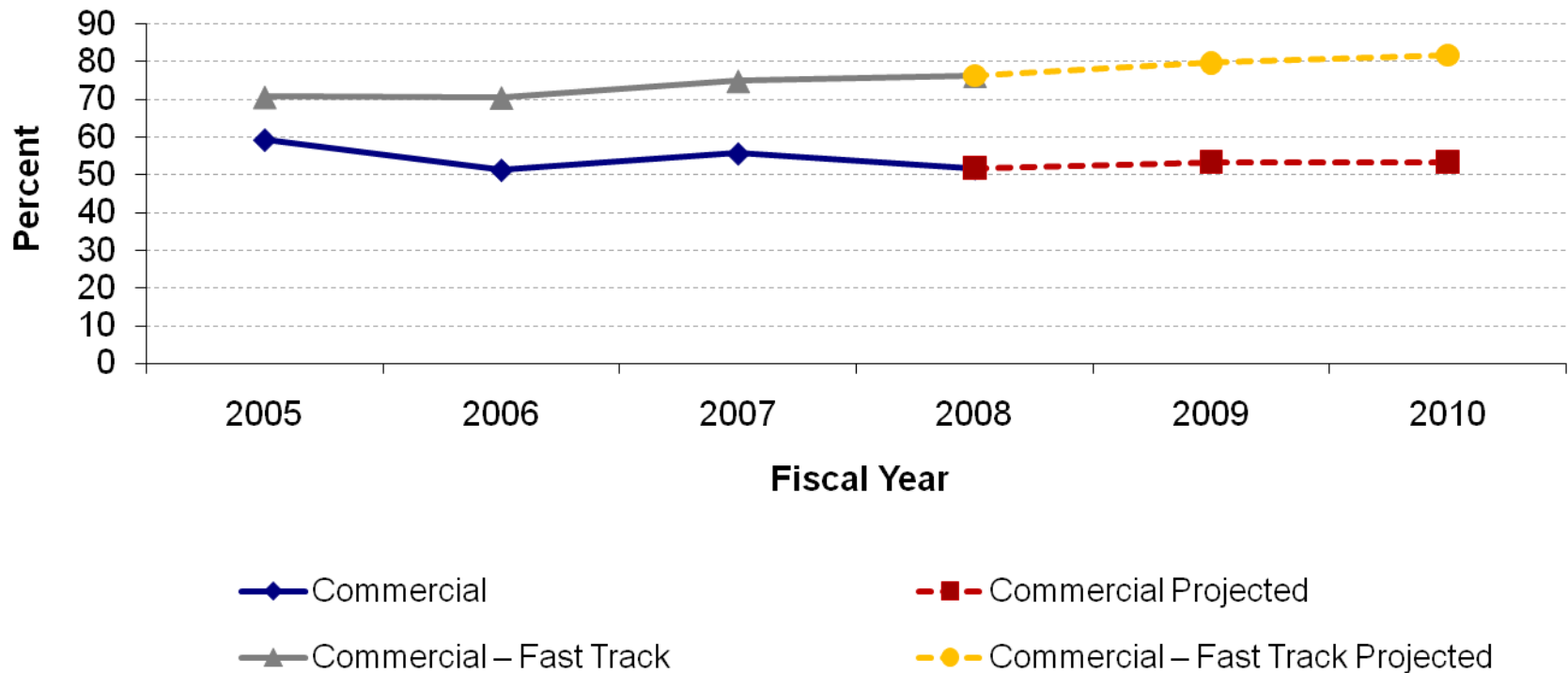


Impact (Got It Right) Measures



Impact (Got It Right) Measures

% Issued Permits With Approved Final Inspection - Commercial



Impact (Got It Right) Measures: Construction Safety

DPS' Construction Safety Successes

- Promoting life safety in buildings and other structures through the enforcement of construction activities is a primary goal of DPS
 - 17% of inspections do not conform to applicable construction codes and standards and are therefore failed.
 - In the last twenty fiscal years, there have been 3 residential deck failures. ***All were either not permitted sites or were constructed without any inspections.***



Impact (Got It Right) Measures: Construction Safety

- **DPS' Construction Safety Success Examples**
 - In November 2002, DPS investigated the collapse of the Fishers Place parking garage.



Impact (Got It Right) Measures: Construction Safety

- **DPS' Construction Safety Success Examples**
 - In September 2005, DPS prevented the opening of the Westfield Plaza parking garage to ensure public safety.



In both situations, DPS worked with the construction firm and the landlord to refit/reconstruct the garage, ensure public safety and open the facility.



Impact (Got It Right) Measures: Construction Safety

Insurance Services Office, Inc. (ISO)

- **The concept behind the Building Code Effectiveness Grading Schedule (BCGES) is simple. Municipalities with well-enforced, up-to-date codes demonstrate better loss experience, and their citizens' insurance rates can reflect that. The prospect of minimizing catastrophe-related damage and ultimately lowering insurance rates gives communities an incentive to enforce their building codes rigorously .**
- An independent statistical, rating and advisory organization that serves the property/casualty insurance industry.
- Collects information on a community's building code adoption and enforcement services, analyzes the data and then assigns a Building Code Effectiveness Classification from 1 to 10.
- Class 1 represents exemplary commitment to building code enforcement.
- ISO has evaluated over 7,000 building code enforcement jurisdictions in the US.



Impact (Got It Right) Measures: Construction Safety

2005 ISO Survey for DPS program

Rating areas:

1. Staffing levels
2. Personnel experience & knowledge
3. Performance evaluation schedules
4. Level of review of construction documents for compliance with adopted building codes.

<u>Category</u>	<u>Score</u>
One- and two-family dwellings	5
Commercial structural	4

ISO ratings impact insurance premiums. An estimate of residential and commercial savings can be created.



Impact (Got It Right) Measures: Environmental Protections

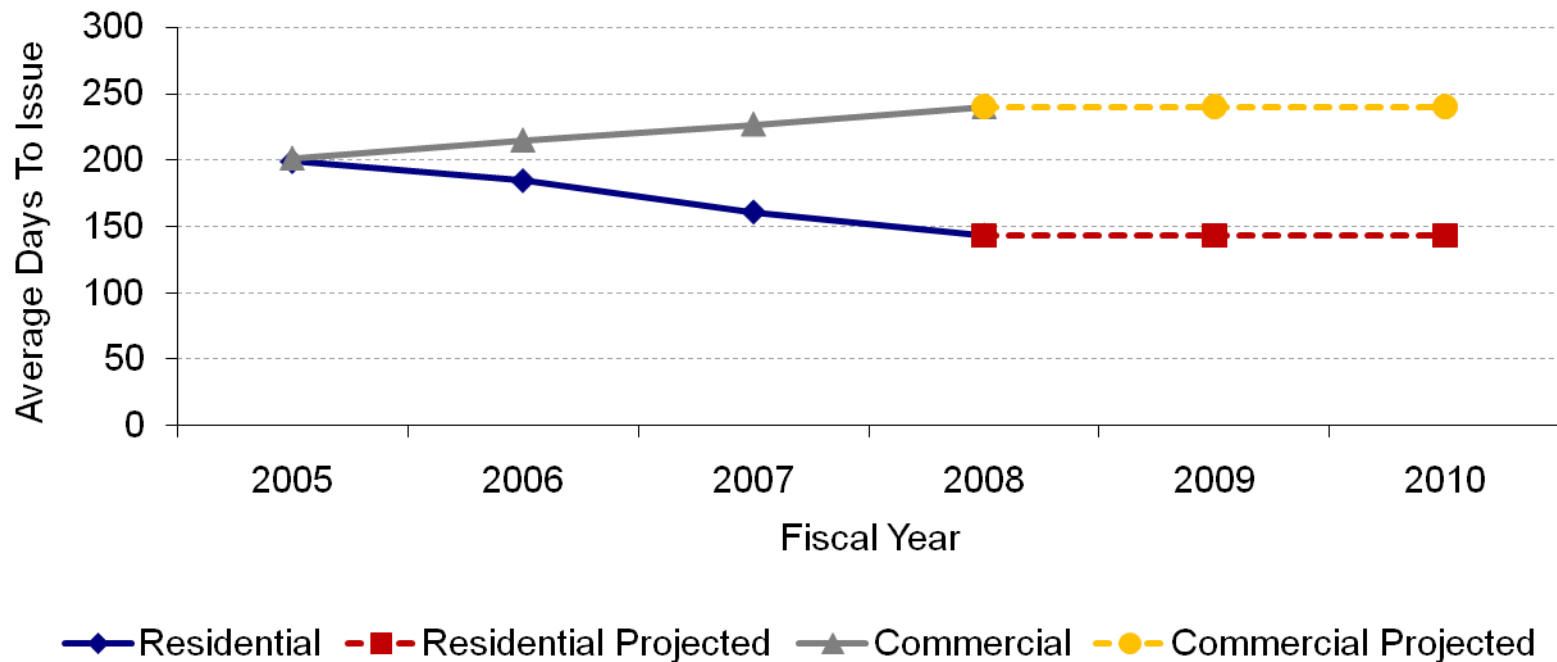
DPS' Environmental Protection Successes

- Promoting the environmental protection of areas surrounding buildings and other structures, through the enforcement of construction activities, is a primary goal of DPS
 - The Maryland Department of the Environment (MDE) inspected 64 active construction sites from 10/2/07 through 11/20/07 and found that on 100% the sites appropriate enforcement measures had been taken by DPS inspectors.
 - **The MDE report stated:**
 - "Field inspection of active construction sites in Montgomery County found most to be in good condition and in compliance with erosion and sediment control requirements."
 - "Additionally, documentation of problems and routine enforcement by County inspection staff were found to be very effective."
 - **After its review, MDE granted continued delegation of Montgomery County's erosion and sediment control enforcement authority until June 30, 2010.**



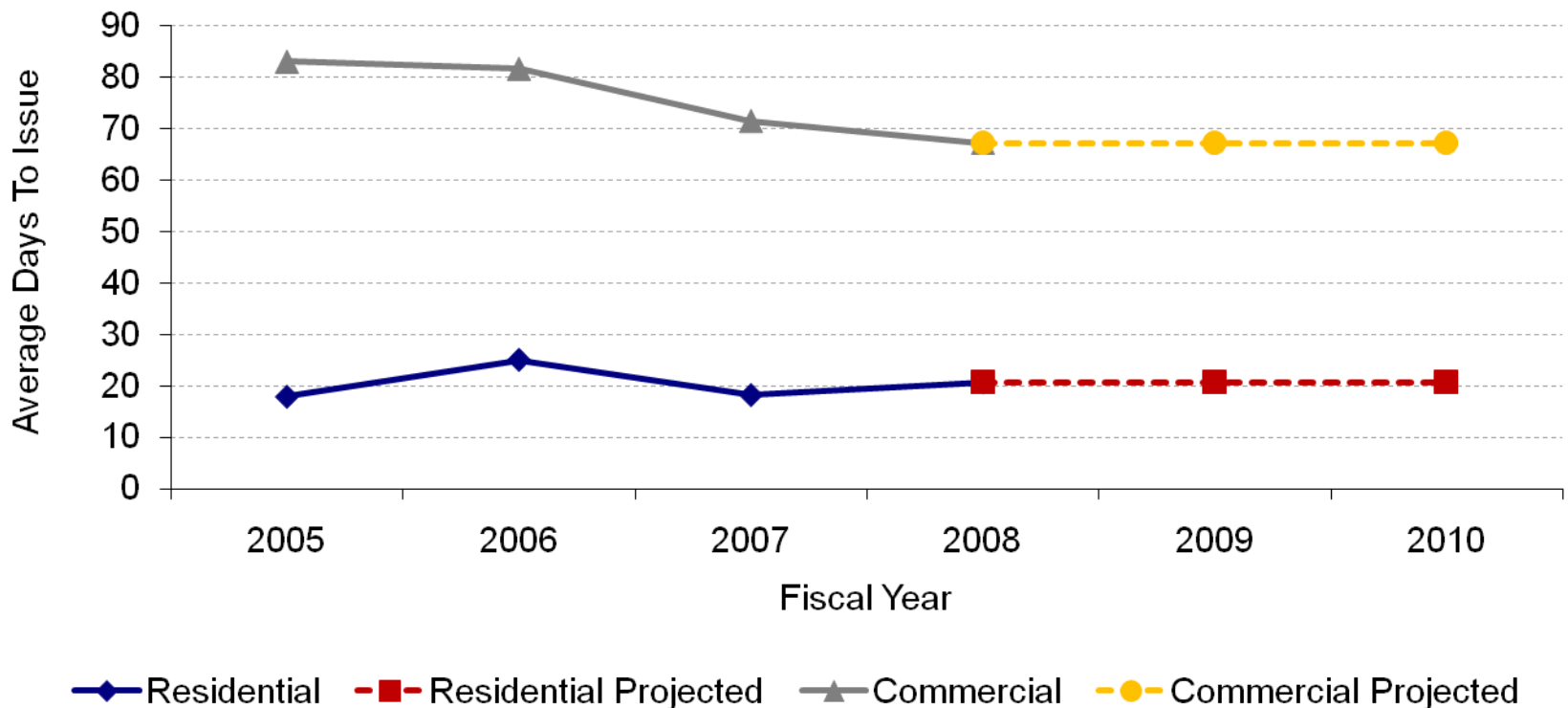
Timeliness and “Ease of Use” Measures: Average Time to Issue (1 of 2)

Average Time To Issue New Construction Permits



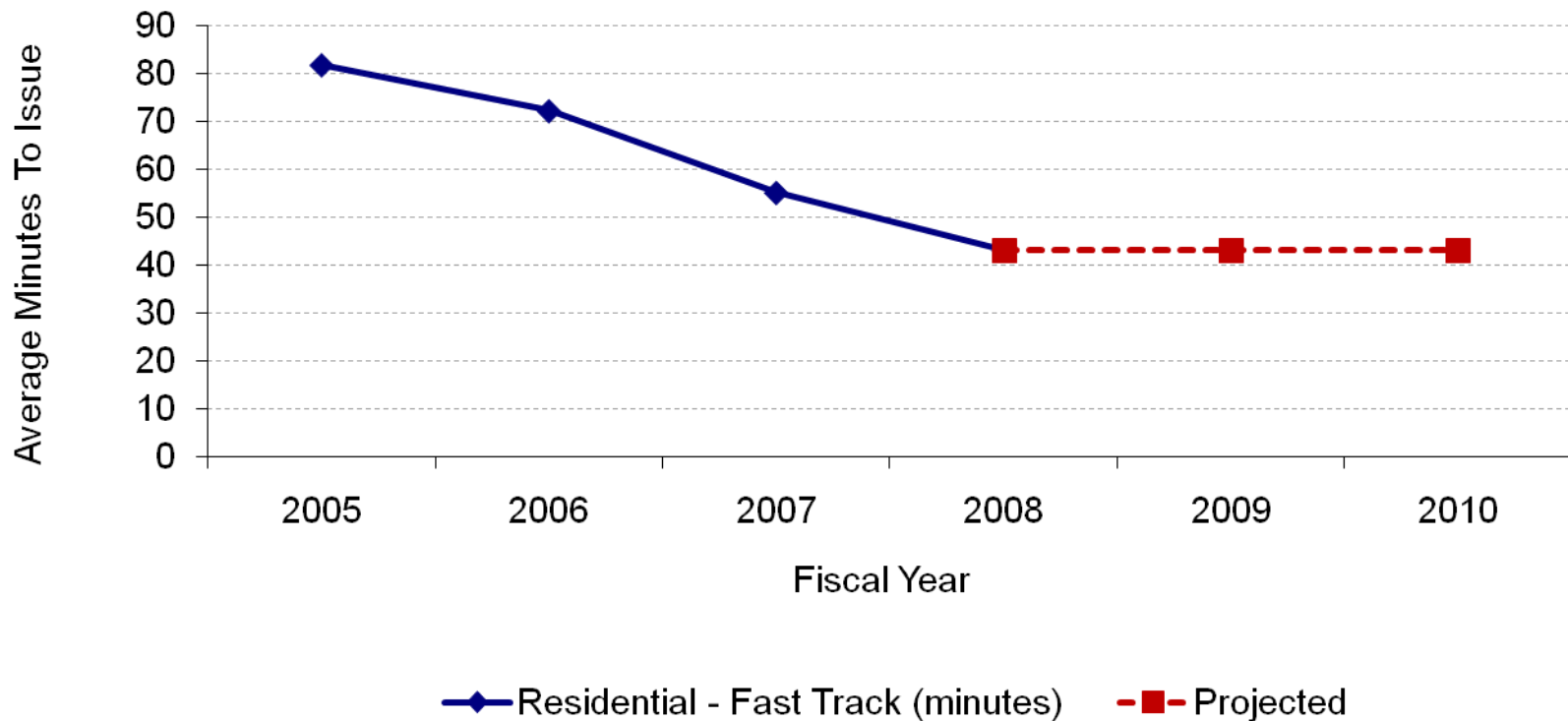
Timeliness and “Ease of Use” Measures: Average Time to Issue (2 of 2)

Average Time To Issue Permits for Additions



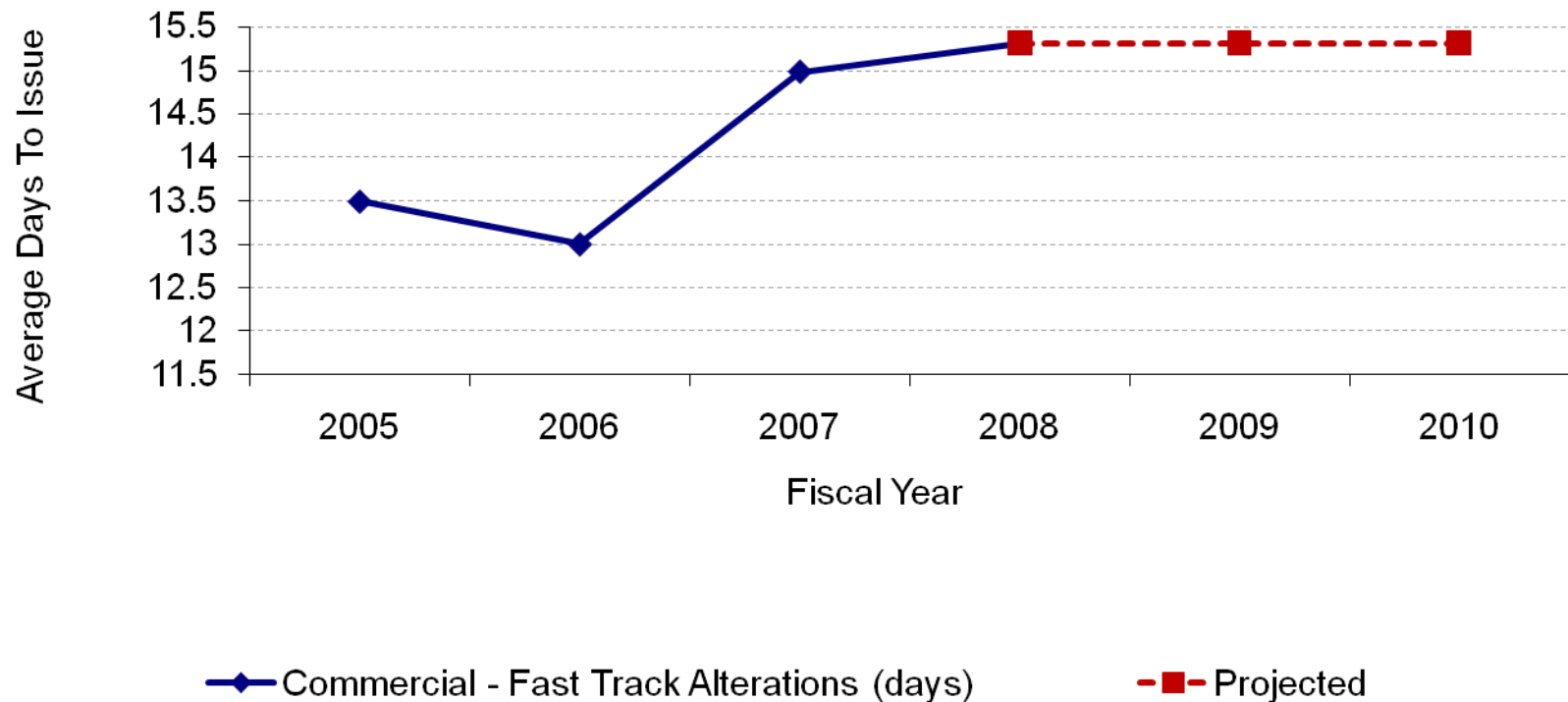
Timeliness and “Ease of Use” Measures: Fast Track Permits (1 of 2)

Average Time To Issue Residential Fast Track Permits



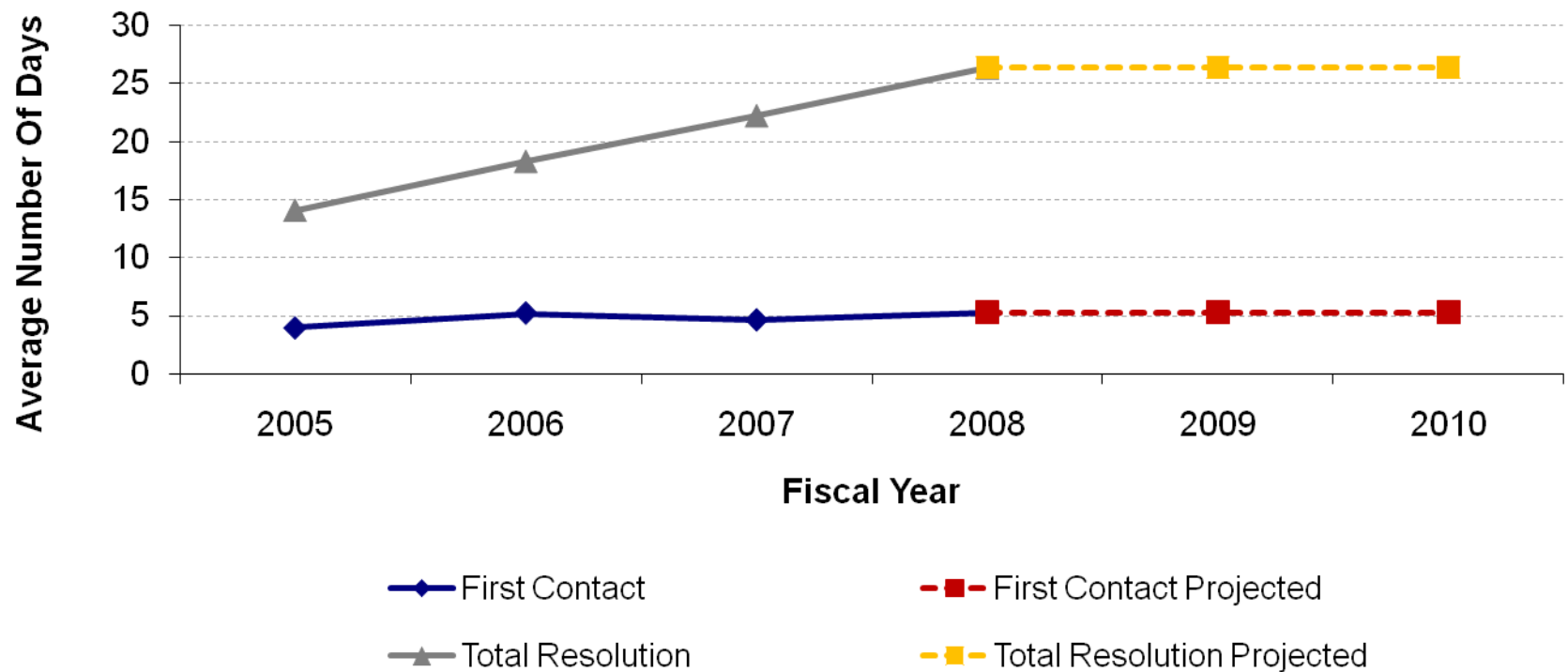
Timeliness and “Ease of Use” Measures: Fast Track Permits (2 of 2)

Average Time To Issue Fast Track Permits for Commercial
Alterations



Timeliness and “Ease of Use” Measures

Average Response Time on Complaint Investigations



Timeliness and “Ease of Use” Measures

IMPROVE PLAN TRACKING

Develop a consistent method and a transparent system for tracking plans to ensure that all interested parties know the location and the status of any plan, at any time.

Benefits:

- Exact plan location is known at any time
- Activity duration is recorded
- Plan “waiting” time (bin time) is determined
- Calculate time on the customer’s clock and on DPS’ clock
- Input to management analyses and decisions (resource allocation, personnel, staffing, budget)

Target implementation date: 10/30/08



Timeliness and “Ease of Use” Measures

IMPROVE PLAN TRACKING

WHAT IT TELLS US:

- Possible bottlenecks & logjams
- Plan review duration
- Bin time (time plans are waiting to be reviewed)
- Potential staffing needs
- DPS’ clock and the customer’s clock
- Plan quality (# of plan resubmittals by discipline)

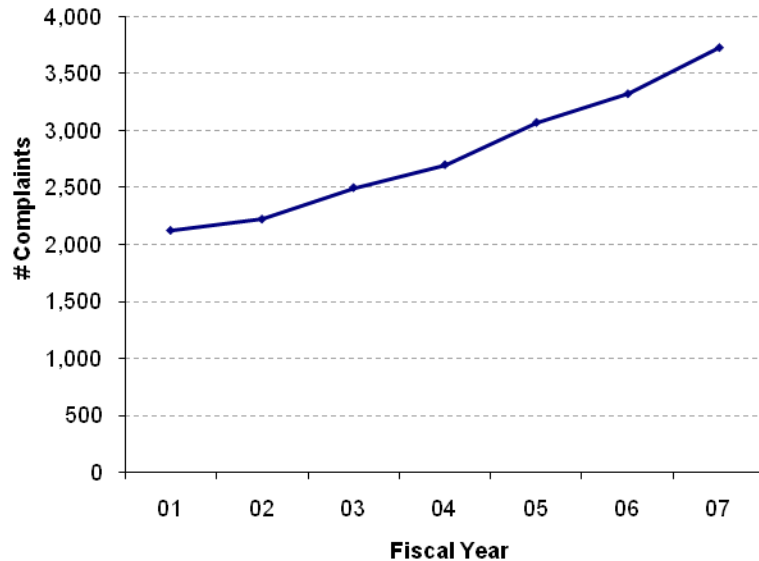
STEPS NEEDED FOR RELIABILITY

- Expand and apply concept to the DPS Permit System
- Define plan flow through DPS, by business process
- Adjust business procedures
- Active participation by all DPS employees
- Develop reporting and evaluation tools
- Train and implement
- Assess, adjust and iterate



Public Confidence Measures: Number of Complaints

Complaint Requests Received By Fiscal Year



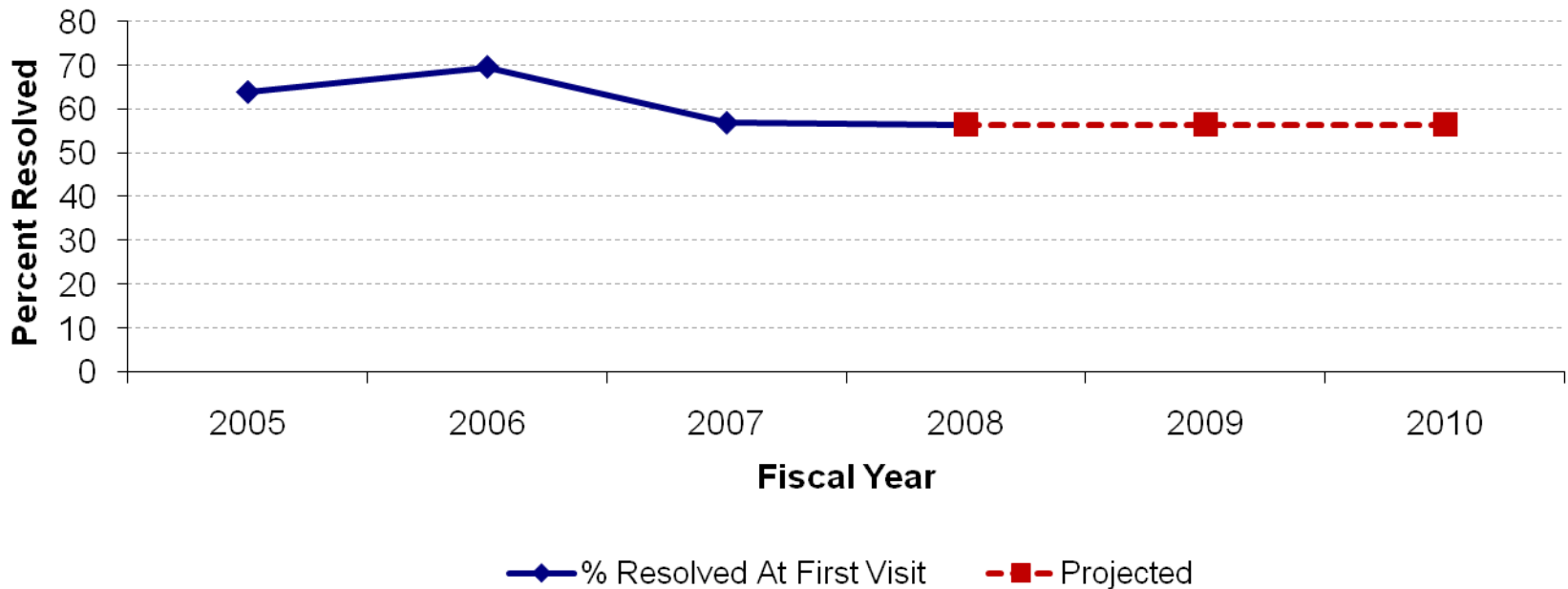
Top Ten Complaint Requests Received 7/1/2000 through 4/4/2008

Rank	Complaint Category	#
1	NO BUILDING PERMIT	3685
2	SEDIMENT CONTROL ENVIRONMENTAL	1610
3	SIGNS IN RIGHT OF WAY (ROW)	1487
4	DRIVEWAY APPLICATION REQUESTS	1233
5	SEDIMENT CONTROL NUISANCE	1147
6	SETBACKS	974
7	ZONING-RES-COMMERCIAL VEHICLES, RES ZONE	961
8	ROW VIOLATIONS	757
9	NO PERMIT FOR SIGN	645
10	FENCE/RETAINING WALL	598



Public Confidence Measures: Complaint Requests Resolved on First Inspection

Complaints Resolved on First Inspection



Public Confidence Measures: Complaint Requests Resolved on First Inspection

- **DPS will create a new measure that will refine the data on complaint requests resolved on the first inspection into the following categories:**
 - No violation found
 - Case referred to another agency
 - Violation found, resolution achieved
 - Violation found, case file opened



Public Confidence Measures : Customer Survey Data (Under Construction)

Steps necessary in order to begin data collection and analysis

- Define the places where customers interface with our processes
 - Counter Services (information, application intake, plan submittals)
 - Consultations
 - Field Visits
 - Website
 - Interactive Voice Response (IVR)
- Define populations of interest
 - Develop sampling methodology
- Create an appropriate survey tool for each of these populations
- Collect data
- Analyze data
- Modify processes

Analyze data for process improvement areas by specific customer types



Future Focus

- **Restructuring DPS**
- **Customer Outreach and Education**
- **Detailed complaint data analysis**
- **Development Review Process**
- **Code Enforcement Issues**
- **Site Plan Enforcement Improvements**



Wrap-Up

- **Confirmation of follow-up items**
 - Complete development of ISO rating measure
 - Develop submeasures under complaints resolved
- **Time frame for next meeting**

